Department of Justice Canada

2015-16

Departmental Performance Report

The Honourable Jody Wilson-Raybould, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

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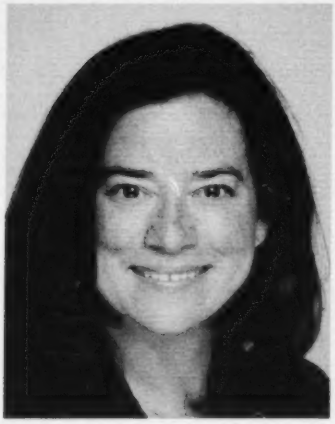
Minister's Message

As Minister of Justice and Attorney General of Canada, I am pleased to present the Department of Justice's 2015-16 Departmental Performance Report.



This report outlines how the Department has successfully supported the federal government with high-quality advisory, legislative, and litigation services over the past year.

This year, the Department helped advance the Government of Canada's priorities on several fronts. Among its objectives was to begin working to renew Canada's nation-to-nation relationship with Indigenous peoples. Justice officials collaborated with their federal colleagues to establish the National Inquiry into Missing and Murdered Indigenous Women and Girls in Canada. They also worked with their federal, provincial, and territorial counterparts to coordinate the response to the Truth and Reconciliation Commission's Calls to Action to address the overrepresentation of Indigenous peoples in the criminal justice system.

The Department has also launched a criminal justice system review through consultation and collaboration with stakeholders to improve the justice system with reforms that respect the *Canadian Charter of Rights and Freedoms* and Canadian values.

To assist the Government in its response to *Carter v. Canada* on physician-assisted dying[1], the Department helped establish an external panel and assisted a Parliamentary Special Joint Committee in studying the issue. I would also like to highlight the collaboration and partnership we developed with our major partner Health Canada, which worked with officials in our Department and the provinces and territories to develop the subsequent legislation, which received Royal Assent in June 2016.

In addition, Justice officials also supported implementation of the *Canadian Victims Bill of Rights* and developed Canada's position for the United Nations General Assembly Special Session on the World Drug Problem.

Over the past year, the Department has continued to transform its organizational structure to support business and legal excellence. In an effort to improve its business practices, it has worked to modernize the way it delivers internal services, through such means as using digital information and tools more widely.

1 Bill C-14 uses the expression "medical assistance in dying" to indicate, among other things, that medical professionals other than physicians could provide medical assistance in dying, specifically nurse practitioners.

In all of their work, Justice staff helped support the Government's commitment to upholding the Constitution and the rule of law, and developed public law policy to help the Government advance related domestic and international legal and policy interests. Departmental officials helped make certain that new legislation met the highest standards for equity, fairness, and respect for the rule of law.

I would like to thank all Justice employees for their service on behalf of the Government and people of Canada. Their contributions help ensure a fair, relevant and accessible justice system that reflects Canadian values.

Gilakas'la.

The Honourable Jody Wilson-Raybould, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

Results Highlights

What funds were used?

$683,219,807 actual spending for 2015–16.

Who was involved?

4,337 full-time equivalents (FTEs) for 2015–16.

Results Highlights

Key achievements of the Department for 2015–16:

- Supported the entry of 25,000 Syrian refugees into Canada through comprehensive and coordinated legal services.
- Played a key role in supporting client departments in managing the Government's litigation inventory of over 42,000 active cases, achieving successful outcomes in approximately 80 percent of all litigation files.
- Supported the successful passing of the *Canadian Victims Bill of Rights* into law in July 2015.
- Supported the Government's priority of reviewing the criminal justice system through consultation and collaboration with stakeholders to ensure alignment with the Charter and Canadian values. This includes broadly engaging on principles, assessing gaps, and addressing the overrepresentation and disproportionate impacts on vulnerable and marginalized people.
- Undertook a review of the Government's litigation strategy to ensure positions taken in litigation files are consistent with Government commitments, the Charter, and Canadian values.
- Provided culturally relevant information and services to Indigenous peoples and coordinated the federal-provincial-territorial response to the Truth and Reconciliation Commission's Calls to Action to address the overrepresentation of Indigenous people in the criminal justice system.
- Allocated over $11.6 million through the Aboriginal Justice Strategy to support approximately 200 Indigenous community-based justice programs that offer restorative justice alternatives to approximately 10,000 clients from over 750 Indigenous communities across Canada.
- Continued to support access to justice for vulnerable Canadians through contribution funding to the provinces in support of legal aid services.
- Continued to lead the Family Violence Initiative through the Justice Partnership and Innovation Program to support organizations with projects to reduce family violence, raise public awareness, and encourage public involvement in responding to family violence.
- Implemented year one of the Action Plan to Address Family Violence and Violent Crimes Against Aboriginal Women and Girls.

Section I: Organizational Overview

Organizational Profile

Minister: Jody Wilson-Raybould

Deputy Head: William F. Pentney

Ministerial Portfolio: Justice

Main legislative authority: *Department of Justice Act*[i]

Year established: 1868

Organizational Context

Raison d'être

The Department of Justice[ii] has the mandate to support the dual roles of the Minister of Justice and the Attorney General of Canada.[iii]

Under Canada's federal system, the administration of justice is an area of shared jurisdiction between the federal government and the provinces and territories. The Department supports the Minister of Justice,[iv] who is responsible for 52 statutes and areas of federal law, by ensuring a bilingual and bijural national legal framework, principally within the following domains: criminal justice (including justice for victims of crime and youth criminal justice), family justice, access to justice, Aboriginal justice, public law, and private international law.

The Department also supports the Attorney General as the chief law officer of the Crown, both in terms of the ongoing operations of government and of the development of new policies, programs, and services for Canadians. The Department provides legal advice to the Government and federal government departments and agencies, represents the Crown in civil litigation and before administrative tribunals, and drafts legislation.

Responsibilities

The Department of Justice was officially established in 1868, when the *Department of Justice Act*[v] was passed in Parliament. The Act sets out the roles and responsibilities of the Department as well as those of the Minister of Justice and Attorney General of Canada.

The Department of Justice fulfills three distinctive roles within the Government of Canada. It acts as:

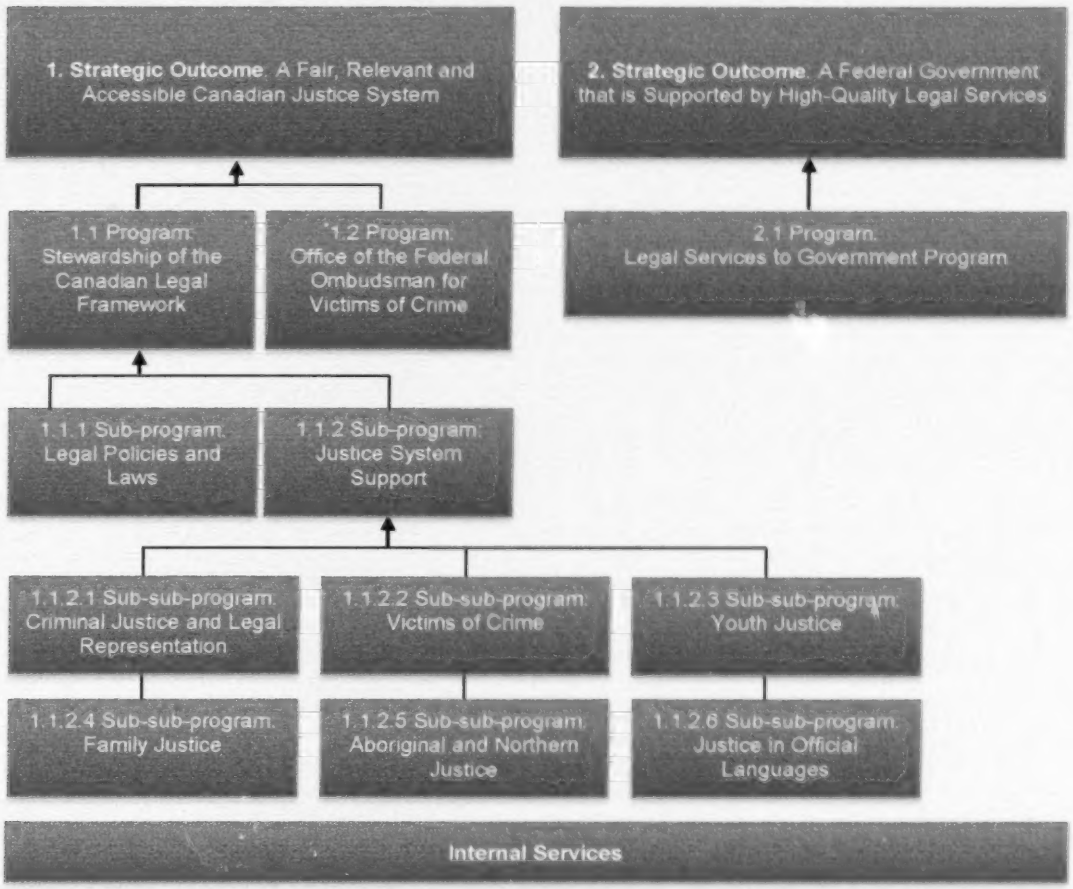
- a policy department with broad responsibilities for overseeing all matters relating to the administration of justice that fall within the federal domain—in this capacity, it strives to ensure a fair, relevant, and accessible Canadian justice system for all Canadians;
- a provider of a range of legal advisory, litigation, and legislative services to government departments and agencies; and

- a central agency responsible for supporting the Minister in advising Cabinet on all legal matters.

The Department of Justice has approximately 4,300 dedicated FTE employees, and 59 percent of Justice employees are located in the National Capital Region. The other 41 percent provide a strong national presence through a network of regional offices and sub-offices across the country.

Just over half of the Department's employees are lawyers. The other half comprises a broad range of professionals, including paralegals, social scientists, program managers, communications specialists, financial officers, and administrative services personnel.

Strategic Outcomes and Program Alignment Architecture


1. Strategic Outcome: A Fair, Relevant and Accessible Canadian Justice System
2. Strategic Outcome: A Federal Government that is Supported by High-Quality Legal Services
1.1 Program: Stewardship of the Canadian Legal Framework
1.2 Program: Office of the Federal Ombudsman for Victims of Crime
2.1 Program: Legal Services to Government Program
1.1.1 Sub-program: Legal Policies and Laws
1.1.2 Sub-program: Justice System Support
1.1.2.1 Sub-sub-program: Criminal Justice and Legal Representation
1.1.2.2 Sub-sub-program: Victims of Crime
1.1.2.3 Sub-sub-program: Youth Justice
1.1.2.4 Sub-sub-program: Family Justice
1.1.2.5 Sub-sub-program: Aboriginal and Northern Justice
1.1.2.6 Sub-sub-program: Justice in Official Languages
Internal Services

*The Office of the Federal Ombudsman is included in the Department's Program Alignment Architecture for administrative purposes; however, the Ombudsman reports directly to the Minister of Justice and, as such, the Office falls outside the Department's governance framework.

Operating Environment and Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to the Organization's Programs
Responding to new and emerging policy priorities – There is a risk that the broad scope and complexity of the justice system pose ongoing challenges for timely policy and program responses.	As identified in the 2015-16 Report on Plans and Priorities, the Department: • continued to monitor, research, and analyze emerging trends to inform forward planning; • conducted regular departmental planning sessions to promote information sharing and coordinated consideration of key policy issues; and • provided succession planning and knowledge-management activities.	• **Strategic Outcome 1** – A Fair, Relevant and Accessible Canadian Justice System • **Program 1.1** – Stewardship of the Canadian Legal Framework
Maintaining partnerships necessary for policy/program development and delivery – There is a risk that relationships with essential justice system partners and stakeholders could weaken if not actively maintained.	As identified in the 2015-16 Report on Plans and Priorities, the Department: • continued to maintain a close dialogue with all partners (other federal departments, provinces and territories, and non-governmental organizations); and • continued to develop and implement stakeholder engagement plans for funding programs.	• **Strategic Outcome 1** – A Fair, Relevant and Accessible Canadian Justice System • **Program 1.1** – Stewardship of the Canadian Legal Framework
Meeting evolving demands for legal services – There is a risk that unanticipated changes in the volume or nature of legal service requests, as well as changes in law practice management, could impact the Department's ability to deliver effective and fiscally sustainable services.	As identified in the 2015-16 Report on Plans and Priorities, the Department: • continued to collaborate with client departments and agencies including joint planning to meet government priorities and manage legal risks in a cost-effective manner; • continued to support professional development of legal staff; • continued to develop and enhance supporting tools and processes (e.g. litigation support services); and • continued to refine the Department's service delivery model based on findings of the recent Legal Services Review.	• **Strategic Outcome 2** – A Federal Government that is Supported by High-Quality Legal Services • **Program 2.1** – Legal Services to Government Program

The effective management and monitoring of key corporate risks supported the implementation of the Department's priorities in 2015-16.

Given that the administration of justice in Canada is a matter of shared jurisdiction, the Department's stewardship of the Canadian legal framework requires close collaboration with the provinces and territories. The Department must also work with a broad range of stakeholders, which includes other federal departments, non-governmental organizations, and international institutions. At times, relationships with these essential partners may be affected by the need to balance expectations and interests. An additional complexity in this current era of electronic information and connectedness is heightened expectations for rapid responses to emerging issues.

To manage these risks, the Department continued to monitor emerging trends in order to inform forward planning and maintain policy responsiveness. As well, the Department continued to conduct departmental planning sessions to promote information sharing and coordination on key policy issues. An ongoing dialogue was maintained with key partners and stakeholders, and the Department worked to ensure the appropriate engagement of funding recipients. The Department also continued succession planning and knowledge-management activities to maintain the proper knowledge, skills, and expertise required to navigate within this complex operating environment.

In its role as a provider of legal advisory, litigation, and legislative services to other federal departments and agencies, the Department must maintain the appropriate delivery capacity to meet legal needs. This capacity is largely contingent on the recovery of costs from clients. As clients adjust priorities, there may be unanticipated changes in the volume or nature of legal service demand. The Department's ability to meet service demands may also be affected by changes in law-practice management. Legal work is increasingly complex and cross-cutting. Moreover, the volume of electronically stored information that is crucial to legal files continues to grow rapidly, further adding to complexity in the operating environment.

To manage evolving service demands appropriately, Justice has taken a number of actions. For instance, the Department has improved its financial forecasting processes and has continued joint planning with clients. This collaboration includes sharing information on the effective management of legal risks, the triggers and costs of litigation, and the appropriate role of legal counsel. The Department has also actively supported ongoing professional development for its legal staff and has developed and enhanced supporting tools, technologies, and processes. All of these activities have been undertaken within the context of the horizontal review of legal services, which was initiated in 2013-14 and was completed this fiscal year, with a view to effectively managing the demand for legal services while ensuring the fiscal sustainability of those services in the long term. In response to the findings of this review, the Department will continue to refine its service-delivery model over a three-year period.

Organizational Priorities

Priority: Renewing the Relationship with Indigenous Peoples

Priority Type[2]

Minister's Mandate Letter

To renew Canada's nation-to-nation relationship with Indigenous peoples based on recognition of rights, respect, cooperation, and partnership.

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Develop, in collaboration with the Minister of Indigenous and Northern Affairs and supported by the Minister of Status of Women, an approach to, and a mandate for, an inquiry into missing and murdered Indigenous women and girls in Canada.	Ongoing	To be determined.	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework
Work with the Minister of Public Safety and Emergency Preparedness and the Minister of Indigenous and Northern Affairs to address gaps in services to Indigenous people and those with mental illnesses throughout the criminal justice system.	November 2015	To be determined.	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework

[2] Type is defined as follows: previously committed to–committed to in the first or second fiscal year prior to the subject year of the report; ongoing–committed to at least three fiscal years prior to the subject year of the report; new–newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report; and as a result of the November 13, 2015, mandate letter.

Develop and design, in collaboration with the Minister of Indigenous and Northern Affairs, other ministers, First Nations, the Métis Nation, the Inuit, parties to the Indian Residential School Settlement Agreement, and other key partners, a national engagement strategy for developing and implementing a national reconciliation framework, informed by the recommendations of the Truth and Reconciliation Commission.	November 2015	To be determined.	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework

Progress Toward the Priority

In response to a key mandate letter priority, the Department is working to advance the objective of renewing Canada's relationship with Indigenous peoples in cooperation with the Minister of Indigenous and Northern Affairs, other ministers, First Nations, the Métis Nation, the Inuit, parties to the Indian Residential School Settlement Agreement, and other key partners.

The Department worked, and will continue to work, collaboratively with federal, provincial, and territorial colleagues to coordinate a response to the Truth and Reconciliation Commission's Calls to Action, including addressing the overrepresentation of Indigenous peoples in the criminal justice system.

In collaboration with Indigenous peoples, the Department continued to develop laws, policies and operational practices that better reflect their specific circumstances and align with the overall direction of achieving reconciliation.

In 2015-16, the Department continued to work collaboratively with Status of Women Canada, Indigenous and Northern Affairs Canada, and Public Safety Canada to implement year one of the five-year Action Plan to Address Family Violence and Violent Crimes Against Aboriginal Women and Girls.[vi] The plan includes Justice-led policy and program initiatives to support Indigenous victims and families of missing or murdered Indigenous women.

The Department has undertaken work to develop an approach and mandate for a national inquiry into missing and murdered Indigenous women and girls in Canada.

Addressing issues faced by Indigenous people in their interaction with the criminal justice system includes the following:

- inviting engagement from stakeholders (traditional and non-traditional) on the direction for the Criminal Justice System;
- assessing impacts of the administration of justice on vulnerable populations;
- addressing gaps in services to Indigenous people and those with mental health issues and addictions; and
- increasing the use of restorative justice processes and other initiatives to reduce the rate of incarceration among Indigenous people and other vulnerable populations.

Justice continues to support Indigenous and Northern Affairs Canada in the development of a national engagement strategy for a national reconciliation framework informed by the recommendations of the Truth and Reconciliation Commission.

Policy work to advance work on reconciliation is also ongoing within the Department. This includes substantive policy coordination with other federal departments to respond to the Truth and Reconciliation Commission's Calls to Action, and implementing the United Nations Declaration on the Rights of Indigenous Peoples. In particular, Justice has been supporting other federal departments in identifying issues where meaningful directional change is possible and outcomes can be delivered within a five-year time frame.

Priority: Criminal Law

Priority Type

Ongoing

1) To ensure that the justice system continues to enhance the personal safety and security of citizens through criminal laws, policies, and programs.

2) To support victims of crime.

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Criminal laws, policies, and programs.	Ongoing	Ongoing	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework

Progress Toward the Priority

In 2015-16, in support of government priorities, the Department worked to ensure that the justice system continues to enhance the personal safety and security of Canadians. Accordingly, it supported the introduction, re-introduction, or parliamentary enactment of the following:

- Bill C-26, the *Tougher Penalties for Child Predators Act*[vii]
- Bill C-32, the *Victims Bill of Rights Act*[viii]
- Bill C-35, the *Justice for Animals in Service Act (Quanto's Law)*[ix]
- Bill C-53, the *Life Means Life Act*[x]
- Bill C-69, the *Penalties For the Criminal Possession of Firearms Act*[xi]
- Bill C-73, the *Dangerous and Impaired Driving Act*[xii]

The Department also supported amendments to the ***Criminal Code*** through the following:

- Bill C-42, the *Common Sense Firearms Licensing Act*[xiii]
- Bill C-51, the *Anti-terrorism Act, 2015*[xiv]
- Bill S-7, the *Zero Tolerance for Barbaric Cultural Practices Act*[xv]

Furthermore, the Department led the Government's response to 18 private members' bills that proposed criminal law reforms to address public safety issues.

The Department also continued to lead the National Anti-Drug Strategy,[xvi] collaborating with 11 federal departments. The Strategy had been expanded in the 2013 Speech from the Throne to include prescription-drug abuse, and the 2014 federal budget allocated $44.9 million over five years to this important area.

Working with provinces, territories, and non-governmental organizations, the Department supported programs and initiatives designed to enhance the Canadian criminal justice system. This included reviewing new priority issues supporting the effective implementation of reforms that were enacted by Bill C-13, the *Protecting Canadians from Online Crime Act*.[xvii]

The Department also supported the Government's international priorities related to justice system reforms by participating in multilateral forums on matters such as corruption, drugs, and cybercrime, and by providing technical assistance to foreign countries. That work contributed to the promotion of democracy, respect for human rights, effective governance, and international security.

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Support victims of crime.	Ongoing	Ongoing	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework

Progress Toward the Priority

The Department continued to lead the Federal Victims Strategy,[xviii] which advances policy, legislation, and public awareness activities and programming to give victims a more effective voice in the criminal justice system. The Victims Fund[xix] grants and contributions program provided funding to provincial and territorial governments and non-governmental organizations to encourage initiatives that promote access to justice for victims of crime. In 2015-16, new funding of $1.2 million was made available through the Victims Fund, which enabled it to fund 171 projects across Canada.

The Department hosted a federal symposium for Victims of Survivors and Crime Week.[xx] Three federal symposia (Ottawa, Vancouver, and Halifax), as well as related events and projects, were hosted across the country to raise awareness about issues facing victims of crime and the services, programs, and laws in place to help victims and their families.

The Department supported the enactment, coming into force, and implementation of the *Canadian Victims Bill of Rights*,[xxi] which came into force on July 23, 2015. The Department continued to engage with key stakeholders, including the Federal/Provincial/Territorial (FPT) Working Group on Victims of Crime and the FPT sub-committee on the effective implementation of the *Canadian Victims Bill of Rights Act*.

Furthermore, the Department continued to provide support to address the needs of child and youth victims or witnesses through policy and program initiatives to develop and enhance Child Advocacy Centres[xxii] across Canada.

Priority Type

Minister's Mandate Letter

To ensure that legislation meets the highest standards of equity, fairness, and respect for the rule of law.

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Lead a process, supported by the Minister of Health, to work with provinces and territories to respond to the Supreme Court of Canada decision regarding physician-assisted death.	Ongoing	Ongoing	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework
Progress Toward the Priority				
The Department supported the Government's response to the Supreme Court of Canada's February 2015 decision on physician-assisted dying, which included the establishment of the External Panel on Options for a Legislative Response[xxiii] to *Carter v. Canada*,[xxiv] a Parliamentary Special Joint Committee[xxv] study of the issue, and the development of a legislative response, which was tabled on April 14, 2016. Bill C-14– Medical Assistance in Dying received Royal Assent on June 17, 2016.				

Planned Initiatives	Start Date	End Date	Status	Link to the Organizations Programs
Review of the Criminal Justice System.	November 2015	To be determined.	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework
Work with the Minister of Public Safety and Emergency Preparedness and the Minister of Health to create a federal-provincial-territorial process that will lead to the legalization and regulation of marijuana.	November 2015	To be determined.	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework

Progress Toward the Priority
Reviewing the Criminal Justice System and developing a process leading to the legalization and regulation of marijuana are commitments for 2016-17. The approach to the review of the Criminal Justice System includes broad engagement. Areas of focus include the following: • examining the principles upon which the criminal justice system is based; • strengthening our information about how the system is working; • understanding where resources are going; • considering the need for discrete or comprehensive legislative reform; and • addressing the overrepresentation and disproportionate impacts of the criminal justice system on vulnerable and marginalized people. With regard to the legalization and regulation of marijuana, an area of focus is the following: • developing new regimes for the legalization, regulation, and restriction of access to marijuana for non-medical purposes in order to protect youth, keep profits away from organized crime, and reduce costs to the police and to the justice system.

Priority: Public Law

Priority Type

Minister's Mandate Letter

To support the Government's commitment to upholding the Constitution and the rule of law, and assist the Government in advancing related domestic and international legal and policy interests through development of public law policy.

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Ensure that the rights of Canadians are protected, that the Government's work demonstrates the greatest possible commitment to respecting the Charter, and that the Government seeks to fulfill its policy goals with the least possible interference with the rights and privacy of Canadians.	November 2015	Ongoing	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework

Develop a parliamentary engagement and stakeholder consultation strategy leading to a more transparent, inclusive, and accountable process for appointing justices to the Supreme Court of Canada, and ensuring judges are functionally bilingual. Also, develop a stakeholder consultation strategy leading to recommendations for a more transparent, inclusive, and accountable process for appointing justices to the superior courts	November 2015	October 2016	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework
Consult provinces and territories to gauge their interest in the expansion of Unified Family Courts and bring forward implementing legislation and related measures.	November 2015	April 2018	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework
Introduce legislation to add gender identity as a prohibited ground for discrimination under the *Canadian Human Rights Act*.	December 2015	May 2016	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework
Provide policy support to officials at Canadian Heritage to restore a modern Court Challenges Program.	November 2015	Ongoing	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework
Support the Government's review of the *Access to Information Act*, including the commitment to apply that law appropriately to administrative bodies that support the federal courts.	November 2015	March 2018	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework

Lead work toward modernizing the *Privacy Act* in order to meet Canadians' changing expectations of public sector privacy.	April 2016	June 2019	Ongoing	**Program 1.1** – Stewardship of the Canadian Legal Framework

Progress Toward the Priority

The Department established commitments from the Minister's mandate letter to support Government priorities related to Public Law, including respecting the Charter and introducing legislation for gender identity protections.

Key activities include the following:

- reviewing federal Acts for compliance with the Charter and where necessary revising legislation, regulations, and litigation strategy to ensure consistency with the Charter and with section 35 of the *Constitution Act, 1982*.
- enhancing legislative protections and improving access to the human rights complaint process for transgender and gender diverse persons, as well as increasing public awareness of and compliance with legal protections.
- modernizing the *Privacy Act* to increase public trust in the Government's ability to protect personal information in a networked information society.
- revitalizing access to information through concrete commitments, including preparing for a full review of the *Access to Information Act* in 2018.
- revising the process for Supreme Court of Canada judicial appointments, as well as Superior Court appointments, to increase respect for judicial independence and enhance the transparency, fairness, and credibility of judicial appointment processes.
- enhancing access to early resolution of family disputes through the creation and/or expansion of Unified Family Courts.

Priority: Legal Services to Government

Priority Type

Ongoing

To support the Government of Canada's priorities through the delivery of high-quality legal services.

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Provide litigation, advisory, and legislative services to client departments and agencies to help them implement Government priorities.	Ongoing	Ongoing	Ongoing	**Program 2.1** – Legal Services to Government Program

Progress Toward the Priority

In 2015-16, on behalf of the Government of Canada and federal departments and agencies, the Department of Justice continued to provide high-quality legal services in support of economic, social, governmental, and international policy and programming priorities.

With respect to economic affairs, the Department continued to provide legal services to support initiatives aimed at advancing the Government's priorities. It also provided legal services in support of consultations on major resource development projects. Furthermore, the Department provided legal services in support of the Government's trade-liberalization agenda and the Federal Framework for Aboriginal Economic Development.[xxvi] Justice provided legal advice on the preparation of the federal budget, as well as on military procurement issues. The Department also supported the development and implementation of telecommunications policies and various consumer and competition-oriented initiatives. Justice provided comprehensive and coordinated legal services for the drafting and implementation of key legislation as well as for high-profile and complex litigation, such as the response to the Lac Mégantic tragedy. The Department continued in its legal advisory, legal policy, and litigation roles to support the Government's Action Plan on Specific Claims "Justice at Last",[xxvii] including representing the Government before the Specific Claims Tribunal,[xxviii] by implementing the Indian Residential Schools Settlement Agreement[xxix] and by developing a resolution strategy for other Indigenous childhood claims.

In the area of social affairs, the Department provided legislative and advisory services to client departments and agencies to help respond to court decisions with respect to mandatory minimum penalties for possession of firearms, physician-assisted dying, and Canada's medical marijuana regime. It also provided expert legal services regarding Bill C-51 and the *Anti-terrorism Act, 2015*; the *Victims Bill of Rights Act;* cybercrime; the *Citizenship Act* reform; and criminal law reform. Justice provided services for regulations on immigration reforms related to temporary foreign workers, skilled workers, and immigrant investors; regulations made under the *Strengthening Canadian Citizenship Act*; regulations to reduce red tape affecting businesses; regulations to unbundle channels (for cable service packages); and regulations for the enhancement of high-speed broadband networks for Canadians. Justice also provided support for amendments to the *Tobacco Act* for flavouring and electronic cigarettes. Through comprehensive and coordinated legal services, the Department supported the entry of 25,000 Syrian refugees into Canada. It also supported the Canadian effort as host of the Pan Am and Parapan Am Games of 2015.

The Department supported the Government in international affairs through the provision of legal services for initiatives in areas of national security, foreign relations, and trade. For example, it provided legal support to facilitate border flow, helped continued negotiation on border security (including preclearance and entry-exit), supported Canada's economic sanctions regimes, and provided legal support to Canada's military. In addition, the Department assisted with the negotiation, legal review, and plans for the implementation of the Canada-European Union Comprehensive Economic and Trade Agreement[xxx] and the Canada-European Union Strategic Partnership Agreement,[xxxi] as well as other trade and investment agreements. It provided litigation services on disputes under the World Trade Organization Agreement[xxxii] and on claims brought under the North American Free Trade Agreement.[xxxiii] Of special note is the successful resolution of the U.S. Country of Origin Labelling dispute and the dismissal of the Detroit International Bridge Corporation investor-state dispute, with costs of $2 million paid to Canada. The Department provided advice and support on high-profile, sensitive, and complex files regarding counter-terrorism, immigration, and refugee law changes. It also continued to provide support for the prosecution of persons accused of crimes against humanity and war crimes.

In terms of governmental affairs, the Department provided legal services in support of new legislative measures and tax changes to combat tax evasion, which helped enforce monetary penalties and criminal offences under the *Income Tax Act*[xxxiv] and the *Excise Tax Act*.[xxxv] These measures were designed to improve the integrity of the tax system and protect the tax base by combatting domestic and international tax avoidance and evasion, as well as by reducing red tape. The Department defended the Government's

position in over 15,000 tax litigation files, which included complex tax appeals and high-risk collections files. Justice supported the Canada Revenue Agency (CRA) in implementing several measures, including those to deter the use of electronic sales suppression devices; on developing legislation to require reporting of electronic funds transfers to enable the CRA to identify taxpayers who may have unreported income offshore; and in creating new information-sharing provisions to enable CRA to provide information regarding listed serious offences.

Also in terms of government affairs, the Department provided legal services in support of amendments to private and public pension legislation and regulations, as well as litigation support in response to challenges to labour and employment legislation. The Department drafted legislation to respond to the Supreme Court of Canada decision regarding freedom of association of members of the Royal Canadian Mounted Police (RCMP). Justice also provided legal services on legislative and regulatory changes concerning the *Public Service Employment Act* and related regulations with respect to the long-term hiring of casuals by the RCMP and the addition of veterans as statutory priorities. Justice defended the constitutionality of Canadian legislation with respect to healthcare (e.g. physician-assisted dying and Canada's medical marijuana regime). The Department supported labour relations negotiations for public service collective agreements. Justice services were also provided in support of the regulation of federally regulated financial institutions, in particular the taking control of a branch of a foreign bank, and in the implementation of the risk-based compliance initiative. As well, the Department provided assistance with regard to the administrative monetary penalties regime, particularly its review and appeal process under the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*.

In terms of litigation services within the area of government affairs, the Department played a key role in supporting client departments in managing the Government's litigation inventory of over 42,000 active cases. Of these, 17,017 cases were concluded by way of adjudication or settlement. The Department settled 6,635 cases (39 percent) and successfully adjudicated 7,173 cases (42 percent) before courts and tribunals, resulting in successful outcomes in approximately 80 percent of all litigation files concluded in 2015-16. Additionally, the Department has undertaken a review of its litigation strategy in accordance with the Minister's mandate letter and expects to continue to achieve positive results. Through consultation and collaboration with federal departments and agencies, the Department has taken steps to ensure that positions taken in litigation files are consistent with the Government's commitments, the Charter, and Canadian values. This has led to the settlement of some cases, the abandonment of appeals, new positions being put forward, and cases being put on hold while the parties negotiate or while litigants consider whether their cases could be resolved through new government initiatives and programs and/or legislative and regulatory reform.

Priority: Management Excellence

Priority Type

Ongoing

To manage organizational transformation in support of business and legal excellence.

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Support public service renewal priorities through Blueprint 2020,[xxxvi] with emphasis on service excellence, encouraging transformative activities and streamlining of processes.	Ongoing	Ongoing	Ongoing	Internal Services
Support the development or implementation of government-wide transformation initiatives such as Workplace 2.0, Transformation of Pay Administration, and key Information Management/Information Technology (IM/IT) initiatives.	Ongoing	Ongoing	Ongoing	Internal Services
Advance Canada's Legal Team vision through three pillars: a whole-of-Justice approach, legal and business excellence, and applying new ways of working through talent, innovation and technology.	Ongoing	Ongoing	Ongoing	Internal Services
Transition toward a digital-first approach to efficiently and effectively deliver communications services to the Department.	Ongoing	Ongoing	Ongoing	Internal Services

Progress Toward the Priority
In completing the implementation of the Modernization Strategy (2012-15), the Department continued to support responsible expenditure management and providing services to Canadians at a lower cost. The Department supported the Clerk of the Privy Council's Blueprint 2020[xxxvii] vision to provide better services at a lower cost through transformative activities, namely collaboration, innovation, process streamlining, and fostering a high-performing and adaptable public service. Key activities undertaken by the Department included the fostering of innovation through initiatives such as the Legal Services Bazaar, an open collaborative event that was held in June 2015 with over 550 attendees from Justice and other departments. The Bazaar encouraged the exchange of ideas and showcased new approaches to delivering legal services, providing an opportunity for two-way dialogue between users of legal services and the Department. Innovative ideas were showcased and valuable feedback was received that will ultimately improve legal services to clients. Furthermore, the Department's Innovation Council was recast in June 2015, and the Council assessed ideas submitted by Justice employees through Blueprint 2020. The Council is developing two of these ideas, including one for a digital training hub to house crowd-sourced training material on the Digital Workspace that is openly accessible to all employees. The Legal Services Review measures that were approved by the Treasury Board Secretariat in June 2014 have been a major driver for efficiency in the Department. These measures have focused on redefining legal services, building partnerships with clients, and streamlining business performance. Activities in this area have included actively working with clients to find strategies to better manage demand. Further, the provision of legal advice on major energy projects was consolidated in the Department, the Paralegal Service Centre became operational, and all measures proposed under the budget were applied. The Department established the Deputy Minister-level Strategic Legal Issues Management Committee to provide oversight and high-level guidance for the implementation of the Legal Services Review, as well as to find further efficiencies in managing demand and streamlining processes, including the administration of the Legal Services Funding Model. The Department continued to support the Workplace 2.0 government-wide strategy and the Clerk's commitment to workplace renewal, contributing to creating a modern workplace where employees can work smarter, greener, and healthier to better serve Canadians. Justice continued to transform to a modernized workplace well-supported by digital-first approaches to information sharing, collaboration, and managing information. Changes to the way the Department communicates with employees in a digital-first environment were realized with a shift toward more results-driven, user-focused, and interactive tools, platforms, and approaches. To modernize its business practices, Justice continued to implement its multi-year Information@Justice Strategy, focusing on digital information and business processes as well as facilitating and promoting greater use of IT digital legal tools. Through 2015-16, the Department continued preparations to implement the Shared Services Canada Email Transformation Initiative.[xxxviii] The Department also continued preparation activities in support of network and data centre consolidation solutions aimed at streamlining and standardizing IT services in order to support the reduction of costs across government. Justice continued to support the full implementation of the Common Human Resources Business Process,[xxxix] while under the Transformation of Pay Administration Initiative,[xl] the Department completed the transfer of pay accounts to the Public Service Pay Centre[xli] in Miramichi. Justice achieved a 91.5 percent completion rate by the April 30, 2016, deadline for 2015-16 performance assessments under the Treasury Board Directive on Performance Management (benchmarked against the Core Public Service of 77.18 percent). Justice also leveraged learning and development opportunities at the Canada School of Public Service as part of the enterprise-wide learning curriculum, delivered the final cohorts for its Executive Leadership Development Program, and expanded talent management activities to cascade below the executive level.

For more information on organizational priorities, see the Minister's mandate letter.[xlii]

Section II: Expenditure Overview

Actual Expenditures

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	Difference (actual minus planned)
673,866,874	711,733,149	711,335,706	683,219,807	-28,513,342

Note: The 2015-16 Budgetary Financial information provided in this document excludes the Department's Vote-Netted Authority of $296.2 million, which the Department recovered from other government departments and agencies for some of the costs incurred to deliver legal services.

Human Resources (FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (Actual minus Planned)
4,474	4,337	-137

Note: The 2015-16 Human Resources information provided in this document includes the FTE's related to the recovery of costs incurred to deliver legal services.

Budgetary Performance Summary

Budgetary Performance Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes, Programs, and Internal Services	2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned spending	2015-16 Total Authorities Available for Use[1]	2015-16 Actual Spending (Authorities Used)	2014-15 Actual Spending (Authorities Used)	2013-14 Actual Spending (Authorities Used)
Strategic Outcome 1: A Fair, Relevant and Accessible Canadian Justice System								
Program 1.1: Stewardship of the Canadian Legal Framework	393,390,464	394,638,847	400,491,696	361,691,258	399,106,482	384,331,448	383,759,270	382,305,605
"Program 1.2: Office of the Federal Ombudsman for Victims of Crime	1,320,994	1,320,994	1,324,227	1,324,227	1,320,615	1,115,554	1,080,165	1,195,444
Subtotal	394,711,458	395,959,841	401,815,923	363,015,485	400,427,097	385,447,002	384,839,435	383,501,049

Strategic Outcomes, Programs and Internal Services	2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned spending	2015-16 Total Authorities Available for Use[1]	2015-16 Actual Spending (Authorities Used)	2014-15 Actual Spending (Authorities Used)	2013-14 Actual Spending (Authorities Used)
Strategic Outcome 2: A Federal Government that is Supported by High-Quality Legal Services								
Program 2.1: Legal Services to Government Program	192,604,324	198,250,530	199,619,747	199,619,745	207,091,862	194,449,097	208,762,405	191,292,725
Subtotal	192,604,324	198,250,530	199,619,747	199,619,745	207,091,862	194,449,097	208,762,405	191,292,725
Internal Services **Subtotal**	86,551,092	117,522,777	77,424,860	77,114,647	103,816,747	103,323,708	115,249,778	162,247,090
Total*	673,866,874	711,733,149	678,860,530	639,749,877	711,335,706	683,219,807	708,851,618	737,040,864

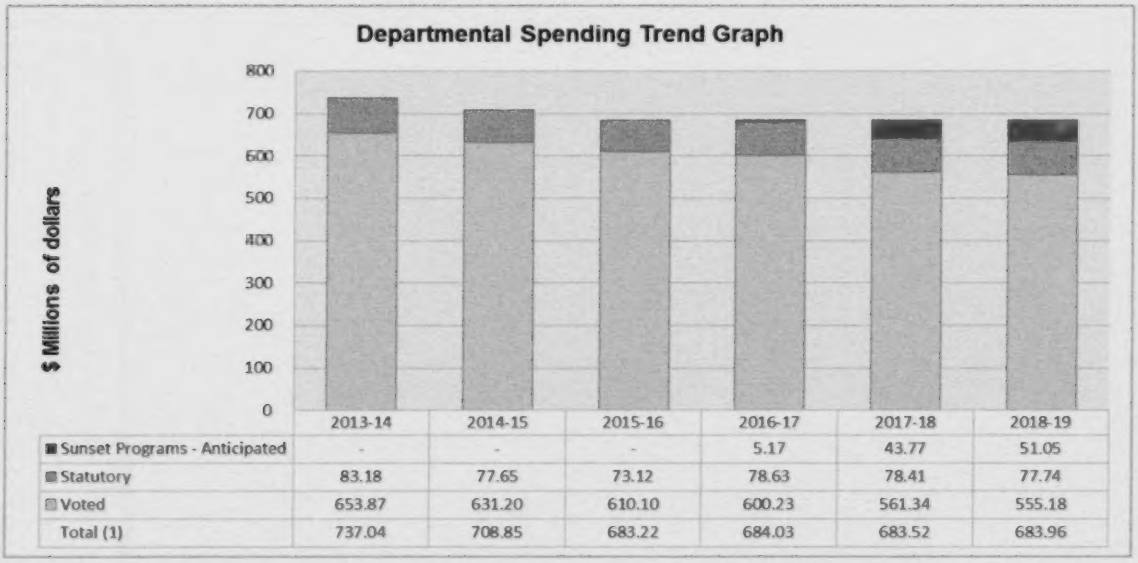
*Differences may arise due to rounding.

**The Ombudsman reports directly to the Minister of Justice, and as such, the Office falls outside of the Department's governance framework.

Departmental Spending Trend

As shown in the Budgetary Financial Resources table, the Department's 2015-16 Main Estimates totaled $673.87 million and its Total Authorities amounted to $711.34 million. The Total Authorities include funding received through the 2015-16 Supplementary Estimates processes and Treasury Board Secretariat Central Votes.

Departmental Spending Trend Graph

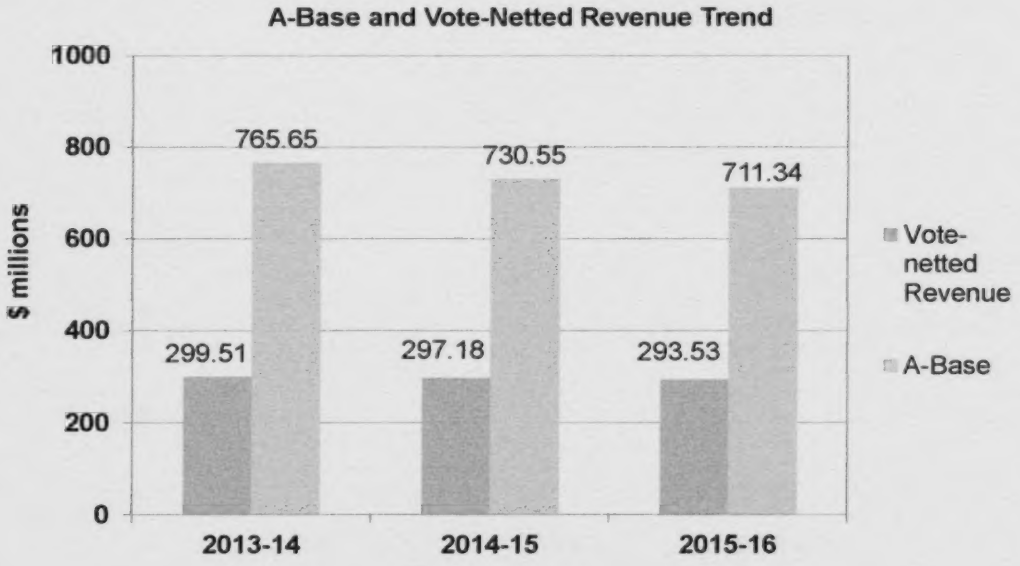


[1] Differences may arise due to rounding.

While spending (including statutory expenditures) decreased from $737.04 million in 2013-14, to $708.85 million in 2014-15, spending further decreased in 2015-16 to $683.22 million (3.6 percent less than the previous year). The variance between 2014-15 and 2015-16 is due primarily to a one-time transition payment for implementing the salary payment in arrears by the Government of Canada and the salary increase for the Law Management classification group (with the associated terminable allowance), both of which occurred in 2014-15.

The decrease in planned spending (voted and statutory) can be mostly explained by the sunsetting programs that account for $5.17 million in 2016-17, $43.77 million in 2017-18, and $51.05 million in 2018-19.

Furthermore, as the Department adjusts to fluctuating client department demand for legal services, the profile of its Total Authorities continues to change from year to year. As the graph below demonstrates, the trend shows a decrease of 7.0 percent in A-base as a result of the implementation of Budget 2012 savings measures and Legal Services Review reductions, as well as a relatively small variance in the Vote-Netted Revenue over the three-year period (less than 1.0 percent).



In 2015-16, $293.53 million of Vote-Netted Revenue was collected. This Vote-Netted Revenue decrease is primarily due to the fluctuation in legal service demand and efficiencies resulting from the implementation of Legal Services Review initiatives. The A-Base authority in 2014-15 included $17.39 million in additional funding from the Treasury Board Central Vote for expenses related to one-time transition payment requirements and for the Law Management classification salary increase. Without that increase, the authorities for 2014-15 and 2015-16 would be comparable ($713.16 million revised for 2014-15 versus $711.34 million in 2015-16).

Expenditures by Vote

For information on the Department of Justice's organizational voted and statutory expenditures, please consult the *Public Accounts of Canada 2016*.[xliii]

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015–16 Actual Spending with the Whole-of-Government Framework[xliv] (dollars)

Program	Spending Area	Government of Canada Outcome	2015–16 Actual Spending
Program 1.1: Stewardship of the Canadian Legal Framework	Social Affairs	A safe and secure Canada[xlv]	384,331,448
Program 1.2: Office of the Federal Ombudsman for Victims of Crime	Social Affairs	A safe and secure Canada[xlvi]	1,115,554
Program 2.1: Legal Services to Government Program	Government Affairs	Well-managed and efficient government operations[xlvii]	194,449,097

Total Spending by Spending Area (Dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs	0	0
Social affairs	395,959,841	385,447,002
International affairs	0	0
Government affairs	198,250,530	194,449,097

Financial Statements and Financial Statement Highlights

Financial Statements

The financial highlights presented within this report are intended to serve as a general overview of the Department of Justice Canada's financial position and operations and should be read in conjunction with the 2015-16 Departmental Financial Statements.[xlviii]

Financial Statements Highlights

The financial results are shaped by the two strategic outcomes and associated internal services that aim to ensure a fair, relevant, and accessible Canadian justice system and a federal government that is supported by high-quality legal services.

Department of Justice Canada
Condensed Statement of Operations (unaudited)
For the Year Ended March 31, 2016 (dollars)

Financial Information	2015-16 Planned Results	2015-16 Actual	2014-15 Actual (Restated)	Difference (2015-16 actual minus 2015-16 planned)	Difference (2015-16 actual minus 2014-15 actual)
Total expenses	1,133,176,000	1,060,282,000	1,083,911,000	-72,894,000	-23,629,000
Total revenues	341,413,000	293,577,000	297,225,000	-47,836,000	-3,648,000
Net cost of operations before government funding and transfers	791,763,000	766,705,000	786,686,000	-25,058,000	-19,981,000

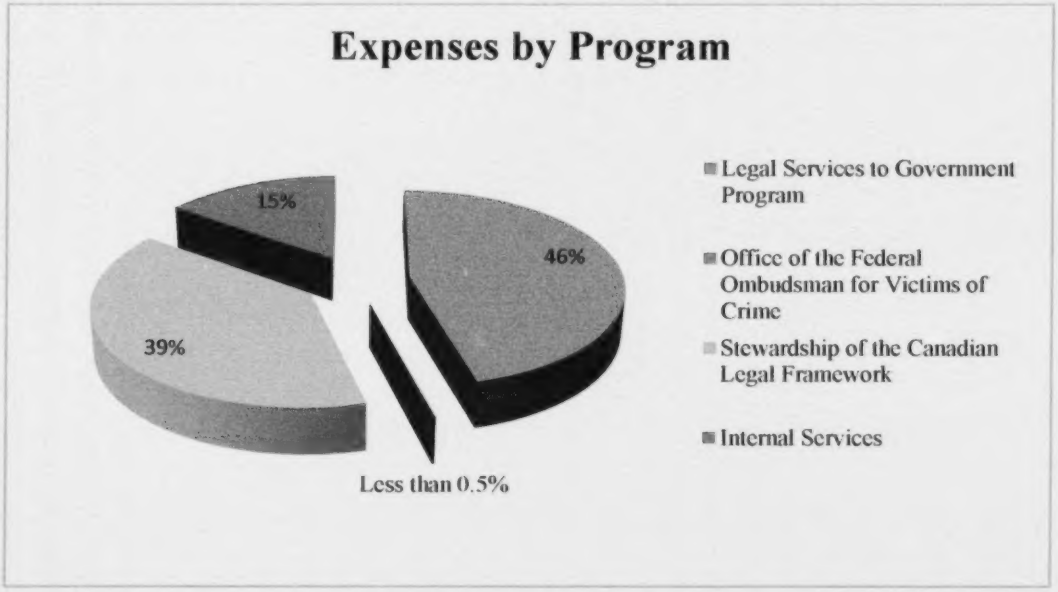
Planned Results

Planned results are based on the Future-Oriented Financial Statements presented in the 2015-16 Report on Plans and Priorities (RPP).[xlix] The $72.9 million variance between 2015-16 planned expenses and 2015-16 actual expenses is attributable to lower than planned operating expenses primarily due to efficiencies resulting from the implementation of Legal Services Review Initiatives. Transfer payments were also lower than expected due to the reassessment of the criteria to recognize the Department's liabilities related to Grants and Contributions.

The 2015-16 planned revenues were $47.8 million higher than the 2015-16 actual revenues, mainly due to the change in presentation of the employee benefit program portion of legal service revenues as earned on behalf of the Government. As these types of revenues are not respendable by the Department, they are reported as revenue earned on behalf of Government and as a decrease to the gross departmental revenues.

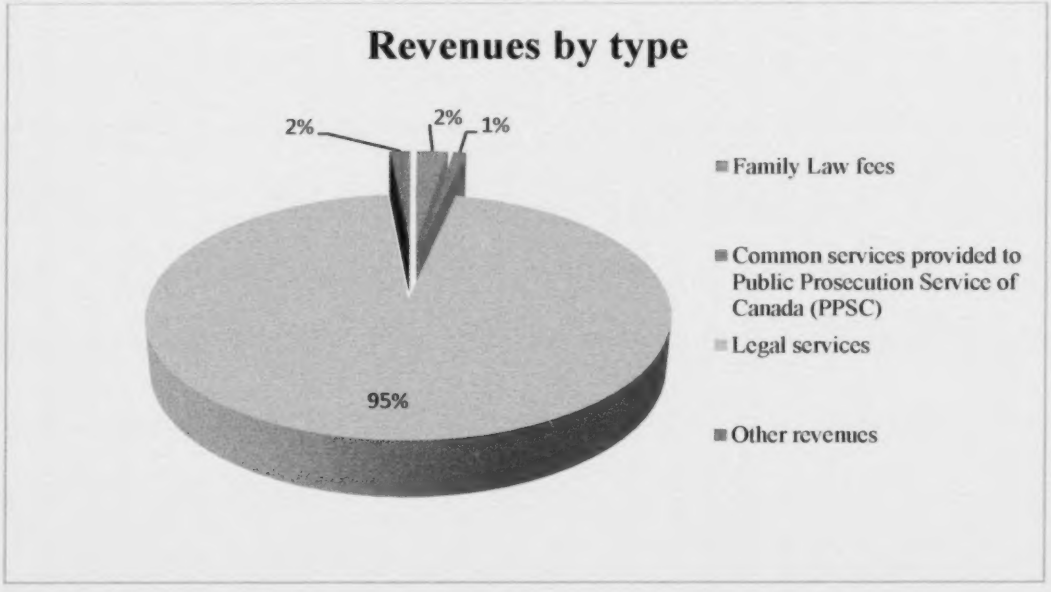
Expenses

Total departmental expenses were $1.1 billion in 2015-16, a decrease of $23.6 million from 2014-15. This reduction is mainly attributable to a decrease in operating expenses, particularly in salaries and employee benefits, due to a general decrease in FTE levels and terminable allowances. Professional and special services were also lower as a result of a prudent use of resources. Grants and contributions also decreased for the Youth Justice Program, the Legal Aid Program, the *Contraventions Act* Fund Program and the Aboriginal Courtwork Program.



Revenues

Total departmental revenues were $293 million in 2015-16, a slight decrease of $3.6 million from 2014-15. A portion of these revenues (approximately 20 percent) are reported as revenues earned on behalf of Government.

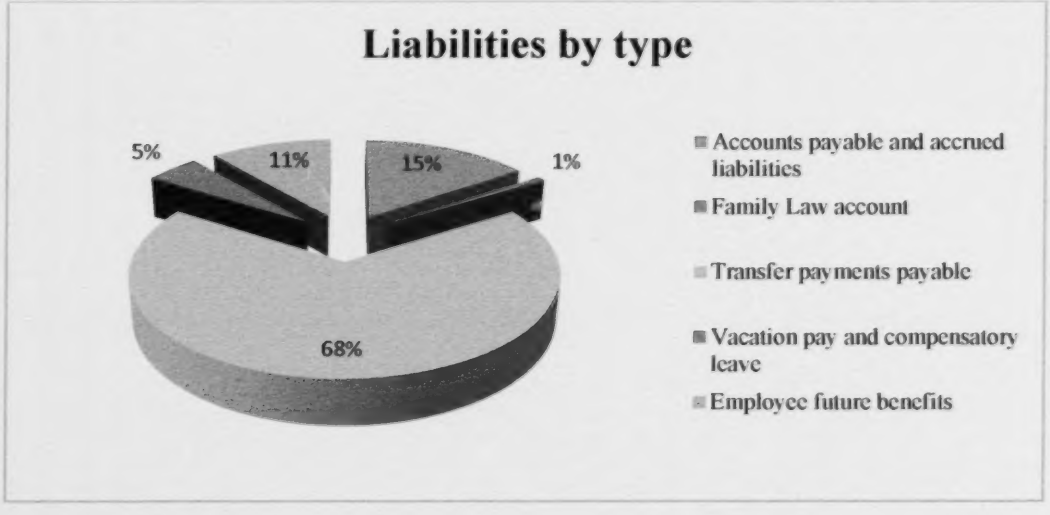


Department of Justice Canada
Condensed Statement of Financial Position (unaudited)
as at March 31, 2016 (dollars)

Financial Information	2015-16	2014-15	Difference (2015-16 minus 2014-15)
Total net liabilities	417,309,000	476,984,000	-59,675,000
Total net financial assets	351,026,000	408,523,000	-57,497,000
Departmental net debt	66,283,000	68,461,000	-2,178,000
Total non-financial assets	34,171,000	36,216,000	-2,045,000
Departmental net financial position	-32,112,000	-32,245,000	133,000

Liabilities

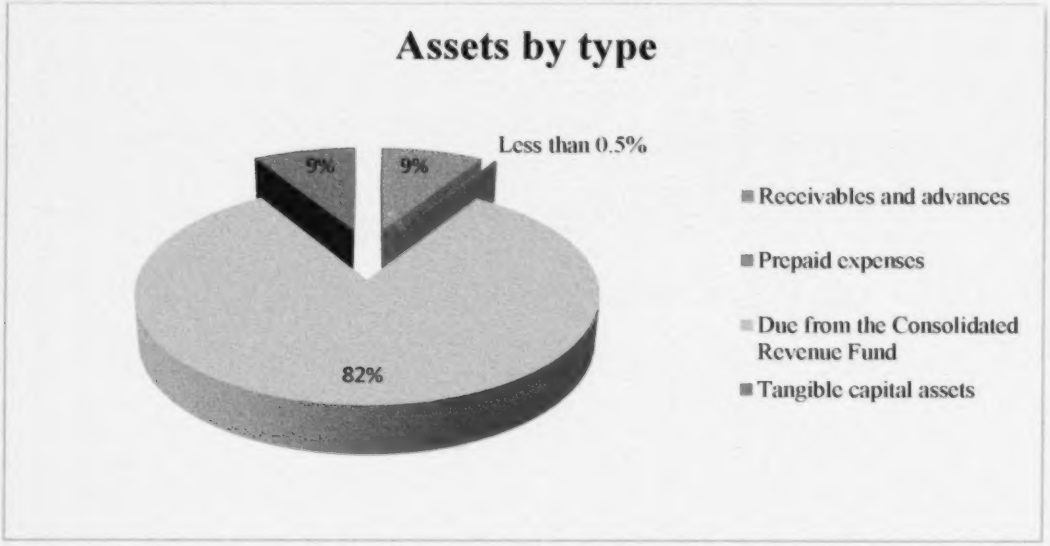
Total net liabilities were $417 million for 2015-16, a decrease of $59.7 million from 2014-15. The variance is mainly attributable to a decrease in transfer payments payable for the Youth Justice Program, Legal Aid, the *Contraventions Act* Fund Program and the Aboriginal Courtwork Program. This is a result of the Department reassessing the criteria to recognize its liabilities related to Grants and Contributions. The Family Law accounts payable also decreased as a result of the timing of payments under the *Family Orders and Agreements Enforcement Assistance Act*. Increases in employee future benefits also contributed to the net liabilities difference.



Financial and Non-Financial Assets

Total net financial assets were $351 million at the end of 2015-16, an increase of $57.5 million from 2014-15. This variance is mainly attributable to a decrease in the amount due from the Consolidated Revenue Fund, which represents net cash the Department is entitled to without further appropriations in order to discharge its liabilities.

Total non-financial assets were $34 million at the end of 2015-16, an increase of $2 million from 2014-15, as a result of an increase in prepaid licence fees and a decrease in tangible capital assets.



Section III: Analysis of Programs and Internal Services

Strategic Outcome 1: A Fair, Relevant, and Accessible Canadian Justice System

The Department plays a stewardship role in ensuring a fair, relevant, and accessible Canadian justice system. This Strategic Outcome is a shared responsibility among a broad range of players, including Parliament; the judiciary; federal departments and agencies; partners in provincial, territorial, and municipal governments; a broad range of non-governmental organizations and stakeholders; and, ultimately, all Canadians.

Program 1.1: Stewardship of the Canadian Legal Framework

Description

The Department fulfils its stewardship role by ensuring a bilingual and bijural national legal framework for the administration of justice that contributes to a safe and just society for all Canadians and confidence in Canada's justice system. The Department develops and tests innovative approaches to strengthen the legal framework within the following domains: criminal law, youth criminal justice, sentencing, official languages, marriage and divorce, access to justice, and Aboriginal justice. In addition, in view of the federal government's shared interest in a sustainable justice system, the Department promotes and facilitates ongoing dialogue with the provinces and territories in the areas of shared jurisdiction and provides funding for the delivery of programs that directly support federal policy objectives.

Budgetary Financial Resources (Dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (Authorities used)	2015-16 Difference (Actual minus Planned)
393,390,464	394,638,847	399,106,482	384,331,448	-10,307,399

Human Resources (FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (Actual minus Planned)
258	255	-3

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Justice laws and policies promote a fair, accessible, and relevant justice system in Canada.	Canada's international ranking with respect to fairness of the justice system.	10th[1]	11th

[1] The Department's performance target is an international ranking of tenth place or better for Canada (source: World Competitiveness Year Book).

Performance Analysis and Lessons Learned

In 2015-16, the Department spent approximately $384 million on the Stewardship of the Canadian Legal Framework Program and employed 255 FTEs. These resources were allocated to activities aimed at enhancing the personal safety of citizens; advancing criminal laws, policies, and programs through consultation and collaboration with stakeholders; and identifying emerging issues and implementing reforms for improving the justice system. The Department continued to support reforms that respect the Charter and Canadian values. Other key activities included supporting victims of crime, Indigenous and Northern justice, youth justice, family justice, justice in official languages, and drug treatment court programs, as well as promoting public legal education and information.

The Department continued to support new government priorities as presented in the Minister's mandate letter,[i] including the criminal justice system review; legalizing, regulating, and restricting access to marijuana; physician-assisted dying; criminal law reform; better balancing security, rights, and freedoms; gender identity protections; a review of the *Access to Information Act* as well as the *Privacy Act*; and immigration and refugee protection changes that support Canadian values. Justice continued to support the priority of renewing the relationship with Indigenous peoples in Canada. This renewal includes pursuing a national inquiry into missing and murdered Indigenous women and girls and supporting Indigenous and Northern Affairs Canada's efforts to design a national engagement strategy for developing and implementing a national reconciliation framework that is informed by the recommendations of the Truth and Reconciliation Commission. Furthermore, the Department supported a strong, independent, meritorious, and diverse judiciary, as well as a fair and efficient court system through ongoing policy work on judicial compensation, judicial conduct, and superior courts appointment processes. Notably, many of these initiatives continue as key commitments for 2016-17.

The Department continued to support a variety of existing initiatives, including the Federal Victims Strategy,[ii] which aims to give victims and survivors of crime a more effective voice in the criminal justice system. Through the Strategy, the Department has been implementing the *Canadian Victims Bill of Rights*.[iii] As well, the Department has been advancing the Action Plan to Address Family Violence and Violent Crimes Against Aboriginal Women and Girls[iii] (2015-2020), which was used to support the consultation process for the development of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

In terms of international priorities, the Department continued to work with global partners to ensure that domestic legal frameworks and international instruments adequately supported international efforts to combat crime, including organized crime, illicit drugs, cybercrime, corruption, and terrorism. Justice supported the Government of Canada in elaborating and implementing foreign policy that complies with Canadian criminal law and policy while advancing and protecting Canadian interests and values.

Through grant and contribution funding, the Department continued to support access to the justice system by enabling Canadians to obtain assistance and legal information in order to resolve their legal issues, whether in the formal justice system or through alternative resolution mechanisms.

Additionally, Justice conducted a series of evaluations to maximize the efficiencies and effectiveness of departmental functions and programs provided through the various grants and contribution funds:

- To support the management response to the first evaluation of the Criminal Law Policy Function,[liv] completed in March 2014, the Department continued its outreach to key partners and its review of opportunities for the efficient and effective realignment of resources to meet new priorities.
- The Department worked collaboratively with horizontal partners to finalize the Special Advocates Program[lv] (SAP) Evaluation[lvi] (February 2015) of the *Immigrant and Refugee Protection Act*[lvii] Division 9. In response to the evaluation's recommendation, to diversify the scope of resources and support provided to special advocates within the current legislative framework, SAP has developed and discussed policy options with members of the Minister's roster of persons that may be appointed as a special advocate.
- As lead department for the National Anti-Drug Strategy,[lviii] Justice continued to work with other federal government departments and agencies to address emerging issues pertaining to illicit drug use, such as the abuse of prescription drugs. In response to the National Anti-Drug Strategy Evaluation[lix] of May 2012, the Department continued to carry out activities to strengthen information sharing and the Strategy's governance structure. The Strategy's Performance Measurement Strategy was finalized and preparation began for the upcoming evaluation to be conducted in 2016-2017.
- The Department also completed the Drug Treatment Court Funding Program Evaluation[lx] in April 2015. The report showed promising results in key areas such as retention and graduation rates; reduction in drug use; the use of community supports and better social stability; and the reduction of criminal involvement among Drug Treatment Court graduates.

Program 1.2: Office of the Federal Ombudsman for Victims of Crime

Description

The Office of the Federal Ombudsman for Victims of Crime (OFOVC)[lxi] was created to provide a voice for victims of crime at the federal level and to ensure that the federal government meets its commitments to victims. The OFOVC provides direct information, referral, and complaint-review services to its primary clients—victims, victims' family members or representatives, victim-serving agencies, and other related stakeholders. The OFOVC also helps raise awareness of systemic issues amongst all criminal justice and victim-serving personnel and provides related recommendations and advice to the Government of Canada through the Minister of Justice. In order to fulfill its mandate, the OFOVC promotes access by victims to existing federal programs and services for victims; addresses complaints of victims about compliance with the provisions of the *Corrections and Conditional Release Act*;[lxii] promotes awareness of the needs and concerns of victims and the applicable laws that benefit victims of crime, including promoting the principles set out in the Canadian Statement of Basic Principles of Justice for Victims of Crime; identifies and reviews emerging and systemic issues that negatively impact victims of crime; and facilitates access by victims to existing federal programs and services by providing them with information and referrals. The Ombudsman reports directly to the Minister of Justice and, as such, the OFOVC falls outside the Department's governance framework.

Budgetary Financial Resources (Dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (Authorities used)	2015-16 Difference (Actual minus Planned)
1,320,994	1,320,994	1,320,615	1,115,554	-205,440

Human Resources (FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (Actual minus Planned)
9	9	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Victims of crime access information on their rights and the federal programs and services that are available to them and/or access a complaint review process to address complaints about federal programs, services, laws, or policies regarding victims of crime.	Year-over-year percentage increase of client contacts with OFOVC.	2	Not available. Please see Performance Analysis and Lessons Learned section below.
Federal departments, agencies and other stakeholders are provided with OFOVC recommendations on how to effect change for victims of crime.	Percentage of OFOVC recommendations submitted and acknowledged and/or acted upon.	100	Not available. Please see Performance Analysis and Lessons Learned section below.
Stakeholders have access to timely and relevant information about the OFOVC and its activities.	Percentage of all pre-identified key stakeholders contacted annually.	100	Not available. Please see Performance Analysis and Lessons Learned section below.

Performance Analysis and Lessons Learned

The OFOVC falls outside the Department's governance framework. Information regarding activities performed in 2015-16 will be made available in the Office of the Federal Ombudsman for Victims of Crime 2015-16 Annual Report. For further information regarding the 2015-16 activities, please see the OFOVC's website.[lxiii]

Strategic Outcome 2: A Federal Government that is Supported by High-Quality Legal Services

Under the *Department of Justice Act*,[lxiv] the Minister of Justice and Attorney General of Canada provides high-quality legal services to the federal government and its departments and agencies. According to section 4 of the Act, the Minister is the legal member of the Queen's Privy Council[lxv] responsible for seeing that the administration of public affairs is in accordance with the law. Under section 4.1 of the Act, the Minister is responsible for drafting and reviewing all government regulations prior to registration to ensure conformity with the *Statutory Instruments Act*,[lxvi] and all government bills prior to tabling in Parliament to ensure that the bills are not inconsistent with the *Canadian Charter of Rights and Freedoms*.[lxvii] Additionally, under section 5 of the *Department of Justice Act*, the Attorney General is responsible for advising the heads of government departments on all matters of law and for conducting all litigation for any federal department or agency of the Crown with respect to any subject within the authority or jurisdiction of Canada.

Program 2.1: Legal Services to Government Program

Description

The Department of Justice provides an integrated suite of high-quality legal advisory, litigation, and legislative services to the Minister of Justice and to all federal departments and agencies to support them in meeting the Government's policy and programming priorities and to advance the overall objectives of the Government. Services are provided through a network of departmental legal services units co-located with client departments and agencies, specialized legal capacities within national headquarters, and a network of regional offices and sub-offices providing legal advisory and litigation services to federal departments and agencies across the country.

Budgetary Financial Resources (Dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (Authorities used)	2015-16 Difference (Actual minus Planned)
192,604,324	198,250,530	207,091,862	194,449,097	-3,801,433

Human Resources (FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (Actual minus Planned)
3,124	3,023	-101

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Federal departments and agencies receive high-quality legal services.	Client satisfaction mean rating on the overall quality of legal advisory, litigation, legislative, and regulatory drafting services on a 10-point scale.	8	Advisory: 8.4* Litigation: 8.3* Legislative: 8.5* Regulatory: 8.5*
	Client satisfaction mean rating on the Department of Justice Canada performance against service standards for the delivery of legal services on a 10-point scale.	8	Responsiveness/ Accessibility: 8.6* Usefulness: 8.0* Timeliness: 7.9*
The Crown's interest is represented before courts and tribunals.	**Percentage of litigation files that have a successful outcome (settled and adjudicated).	70	81

*The results presented reflect feedback collected during Cycle II of the Client Feedback Survey (2009-2012). The Survey was not undertaken in 2015-16, but will resume in 2016-17.

**All settlements of litigation are included as successful outcomes. Previously, there was a separation between settlements considered successful and others. As a result of the clarified methodology, there is a year-over-year increase in successful outcomes.

Performance Analysis and Lessons Learned

Through the Legal Services to Government Program, approximately $194 million and 3,023 FTEs were allocated to activities supporting the provision of high-quality legal services to the Government and federal departments and agencies. The Department continued to support federal departments and agencies in the delivery of their legislative agenda in the areas of Economic Affairs, Social Affairs, International Affairs, and Government Affairs.

In support of Economic Affairs, the Department provided high-quality legal services to help implement initiatives that support a strong and stable Canadian economy. Initiatives included major infrastructure investments, such as the construction of the new Windsor-Detroit crossing, as well as efforts to remove barriers to Canadian trade between provinces and territories and with foreign trading partners. Key accomplishments included the Interactive Advance Passenger Information initiative that took place in 2015 as part of the Beyond the Border Action Plan.

The Department provided legal services to support the economic development of Indigenous peoples through various efforts including the Federal Framework for Aboriginal Economic Development.[lxviii] Collaboration involving multiple departments continued in support of resource development, major oil sands, gas pipelines, and Northern mining projects.

Applying a whole-of-Justice approach and working together to leverage expertise, the Department continued to support the new regulatory framework for the *Safe Food for Canadians Act*, as well as the strengthening of safety and security oversight for the transportation of dangerous goods by rail.

In support of Social Affairs, the Department supported the passing of the *Canadian Victims Bill of Rights*[lxix] in July 2015. Justice also supported amendments to the *Tobacco Act* to address flavouring and electronic cigarettes. Ministerial exemptions were drafted under the *Controlled Drugs and Substances Act* to expand access to other forms of medical marijuana products for medical purposes. Justice also provided legal assistance toward successful 2015 Pan Am and Parapan Am Games.

In the area of International Affairs, the Department supported initiatives to combat crime, terrorism, and tax evasion and avoidance, as well as for extradition and mutual legal assistance. The Department provided legal services in support of reforms to Canada's economic sanctions regimes for Iran, South Sudan, and Russia, and to programs to ensure the safety of citizens and to defend its sovereignty. Justice drafted the *Prevention of Terrorism Travel Act*, as well as amendments to various acts in order to implement the Agreement on Trade Facilitation (Bill C-13). In addition, the Department helped draft amendments to provisions of the *Copyright Act* on access for persons with perceptual disabilities to copyrighted materials in order to implement the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired, or Otherwise Print Disabled (Bill C-65).

The Department also supported initiatives in the area of Government Affairs, such as amendments to private and public pension legislation and regulations. A key achievement was continued support for labour negotiations for public service collective agreements renegotiation. Amendments were drafted to the *Parliament of Canada Act* to establish the Parliamentary Protective Service, responsible for physical security throughout the parliamentary precinct and Parliament Hill. Justice also managed legal issues and risks for clients including the preparation of the federal budget and the supervision of federally regulated financial institutions. The Department continued to support equity, fairness, and respect for the Charter in the provision of litigation services in the Government's response to Charter challenges.

The Department played a key role in assisting client departments to manage significant litigation, including *Ishaq v. Canada (Citizenship and Immigration)*, *Canada v. Khadr*, security certificate litigation and related civil claims, *Y.Z. v. Canada (Citizenship and Immigration)*, and *Canadian Doctors for Refugee Care et al. v. Canada*. Justice also provided support for challenges to administrative segregation, RCMP harassment cases, and the *Ending the Long-gun Registry Act* litigation.

The Department continued to respond to the challenge of sustaining human resource capacity with strategies for knowledge transfer, succession planning, and applying the innovative practice of inter-portfolio legal teams for high impact cases. Collaborating with client departments and agencies, the Department worked on significant initiatives to contain the cost of legal services. A continued emphasis on business analytics allowed for greater efficiencies, including implementing national benchmarks for certain types of legal files.

The Department continued to advance its transformation agenda by further implementing recommendations stemming from the Legal Services Review. This included new service-delivery models (e.g., centres of expertise) for more efficient and integrated legal

advisory services, such as the Integrated Management of Litigation and Advisory Legal Services Model, clarifying roles and responsibilities to reduce redundancies and duplication; more effective use of paralegals; and investment in, and use of, technology. For example, the Department invested in more computing power to process electronic evidence and dedicated more paralegals to reviewing electronic evidence using the advanced analytics features of its document review software. This diverted work that would otherwise have burdened litigation teams or have been sent to the private sector. The efficiency gains resulted in $2.8 million of cost avoidance for other government department clients in 2015-16.

The Aboriginal Affairs Portfolio Evaluation completed in 2015-16 recognized the Portfolio's success in aligning its activities with government priorities and departmental strategic outcomes related to Indigenous issues while proactively driving efficiencies and productivity. The Evaluation also concluded that the Portfolio's services were well-coordinated, integrated, and responsive to clients' needs; that they contributed to an increased awareness across government; and that they showed concerted effort in assisting the government to better understand, manage, and mitigate legal risks. The Department continued to sustain its capacity and expertise to support the delivery of high-quality legal services related to Indigenous issues through training, succession planning, and talent management.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services are activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services, Communications Services, Legal Services (Corporate Counsel), Human Resources Management Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Materiel Services, and Acquisition Services.

Budgetary Financial Resources (Dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (Authorities used)	2015-16 Difference (Actual minus Planned)
86,551,092	117,522,777	103,816,747	103,323,708	-14,199,069

Note: The 2015-16 planned spending for internal services includes expenditures that were historically centrally managed, such as paylist and other ad hoc expenditures. Starting in 2016-17, the departmental approach was changed in order to properly realign these expenditures in the relevant program and to ensure a consistent and accurate approach to reporting on the Department's expenditures.

Human Resources (FTEs)

2015-16 Planned	2015-16 Actual	2015-16 Difference (Actual minus Planned)
1,083	1,050	-33

Performance Analysis and Lessons Learned

In 2015-16, with approximately $103 million and 1,050 FTEs, Internal Services continued to support the Department's two strategic outcomes: a fair, relevant, and accessible Canadian justice system, and a federal government that is supported by high-quality legal services. The Department continued to restructure its activities in response to the Government's expenditure-management efforts. Initiatives under the Internal Services Program contributed directly to the departmental priority of managing organizational transformation in support of business and legal excellence.

The Department continued to further streamline and automate internal operations and optimize the use of updated technology to enhance productivity, collaboration, and increased efficiency. It also implemented a streamlined approach to the accounts payable process to make payments on time and applied a streamlined planning process for the 2015-16 Departmental Travel, Hospitality, Conference, and Events Expenditures.

The Department continued to support the Legal Services Review by implementing recommendations that will strengthen cost containment and improve legal service delivery. Key activities for 2015-16 included increasing the average time spent by Law Practitioners on the delivery of legal services to clients from 1310 to 1400 hours, establishing a Paralegal Services Centre in December 2015, and consolidating several legal services units. In consolidating legal services units, the Department underwent an organizational structure change, creating the National Litigation Sector that integrated regional offices, and merging the Legislative Services Branch and the Public Law Sector. The Department also created new centres of expertise to provide single-window service for procurement law, labour, and employment law. As well, a National Timekeeping Protocol was developed and mandatory training was identified in performance agreements for legal services providers in the Law Practitioner and Economics and Social Science Services (i.e. paralegals) categories. This new protocol will allow for greater efficiencies in the delivery of legal services to clients and contributes to cost-avoidance measures.

The Department continued to raise awareness about various aspects of security, educating employees about maintaining a safe and secure work environment. Justice introduced Armed Intruder Awareness Sessions for all employees and a mandatory requirement to complete the Canada School of Public Service's on-line Security Awareness Course.

The Department also undertook a number of activities to ensure that employees are aware of their obligations and expected behaviours under the *Values and Ethics Code for the Public Sector*, supporting professionalism and creating a respectful workplace. The Department supported employees by providing a healthy environment characterized by respect for diversity that embraces differences, while providing resources and training and encouraging a compassionate approach to employees struggling with mental health challenges. Justice wellness programs continued to educate and lead culture change toward a work environment free of harassment and discrimination.

The Department supported the implementation of Blueprint 2020[lxx] through various initiatives to achieve efficiencies, streamline business processes, and manage expenditures. The changes to the Department's organizational structure built on the three themes of the Canada's Legal Team vision, which were developed to guide Justice's transformation to 2020. The first theme, Whole of Justice Approach, focuses on integrating expertise within Justice and building stronger partnerships with client departments and agencies. The second theme, Legal and Business Excellence, focuses on new and more efficient ways of delivering services and increasing reliance on performance information for informed decision-making, including the provision of strategic legal services reports to senior management in Justice and client organizations. The third theme, New Ways of Working, focuses on leveraging technology to modernize the workplace and to empower practitioners to work differently and deliver legal services more efficiently. The planning and development of the Legal Case Management System, a $9-million investment in digital business transformation, will provide more integrated and consistent performance information on legal services and allow for better reporting and resource management.

The Department remained committed to enhancing professional excellence within its legal community, continuing to establish and implement the Professional Responsibility Service Initiative in 2015-16. This service raised awareness about the importance of legal ethical issues in the practice of the law, and developed a more integrated and consistent approach to effectively address professional responsibility matters in the Department. These efforts contribute to a modern workplace that enhances service delivery and embraces new ways of working.

The Department continued to successfully implement the new Performance Management Directive [lxxi] in 2015-16, where 96 percent of employees had documentation setting performance objectives, 94 percent had a learning plan, 86 percent had a mid-year review, and 94 percent completed an annual written performance assessment. Furthermore, the Department continued to implement executive talent management below the Executive level, supporting leadership development. Justice also developed a Departmental Action Plan in response to the Public Service Employee Survey 2014 results, which focuses on leadership, employee engagement, and workforce empowerment. Activities include an employee feedback process for senior managers, an employee advisory committee to comment on corporate messages, new information on alternative workplace arrangements, and interactive workshops on workplace behavior.

Working closely with Treasury Board Secretariat and Shared Services Canada,[lxxii] the Department continued to implement the Government of Canada's information management and information technology modernization agenda, including the Email Transformation Initiative,[lxxiii] telecommunications transformation, and active contribution to the Government of Canada priorities for Enterprise Solutions, such as Shared Case Management, GCDOCS, and MyGCHR. The Department contributed to cybersecurity and the Government's web renewal efforts, including the migration of its web content to the Canada.ca website. The Department also continued its outreach to Canadians through official social media channels.

The Department continued to implement the Information@Justice Strategy and the Digital Workspace Project, which are guiding the modernization of departmental information management practices by adopting a digital standard that recognizes the importance of information assets and leveraging technology to transform current work practices. The Department launched JustMe in April 2015, putting employees on the path to an open-by-default work environment. Justice continued with digital-first approaches to information sharing, refining and modernizing its intranet presence to better engage employees, with user-focused interactive tools, platforms, and approaches. For example, the Justice weekly text-based employee newsletter was transformed into a real time digital publication with more images, interactivity, and engaging content.

The Department met its targets in implementing its three-year Sustainable Development Strategy in support of the 2013-16 Federal Sustainable Development Strategy.[lxxiv] Of special note is Justice's review of its control mechanisms to strengthen performance to meet commitments under the theme "Green Procurement and Sustainable Workplace Operations." Furthermore, the Department continued to contain costs and reduce its space utilization footprint through accommodations projects and alignment with Government of Canada Workplace 2.0 standards.[lxxv]

Section IV: Supplementary Information

Supporting Information on Lower-Level Programs

Supporting information on lower-level programs is available on the Department of Justice's website.[lxxvi]

Supplementary Information Tables

The following supplementary information tables, listed in the *2015-16 Departmental Performance Report*, can be found on the Department of Justice website:[lxxvii]

- Departmental Sustainable Development Strategy
- Details on Transfer Payment Programs
- Horizontal Initiatives
- Internal Audits and Evaluations
- Response to Parliamentary Committees and External Audits
- User Fees Reporting

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals, and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations[lxxviii] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the responsibility of the Minister of Finance.

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Appendix: Definitions

appropriation (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*): Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent (*équivalent temps plein*): Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (*dépenses non budgétaires*): Includes net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plan (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (*priorités*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (*architecture d'alignement des programmes*)**:** A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

result (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (*dépenses votées*): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

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